THE CAUSING CORRUPTION FACTORS OF PRIVATE EMPLOYEES AND CIVIL SERVANTS

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ABSTRACT

Internal and external factors influence the tendency of corruption. One of these internal factors is Dark Triad Personality, religiosity, and compensation, while the external factors are the organizational culture. This first study was conducted on 222 private employees and the second study 205 state employee in the East Java area. All subjects have worked at the company for at least 1 year and have a position as the staff, administrator, manager, and age range from 22 to 55. The results of the first study using regression analysis showed that: there was a significant correlation between dark triad personality, organization culture, and the tendency of corruption of private employee (F = 60,132; p = 0,000); there was a significant negative correlation between organizational culture and tendency of corruption (p = 0,000); there was a positive correlation between dark triad personality and the tendency of corruption (p = 0.05). The results of the second study using regression analysis showed that: there was a significant correlation between religiosity, compensation, and the tendency of corruption of state employee (F = 65.950; p = 0,000); there was a significant negative correlation between religiosity and tendency of corruption (p = 0,000); there was no correlation between compensation and tendency of corruption (p = 0.074). This research's practical implication is: the company or institution must always create a positive perception of organizational culture, minimize dark triad personality, and maximize religiosity to reduce the tendency of corruption among employees.

Keywords: tendency of corruption, dark triad personality*,* organizational culture, religiosity, compensation

INTRODUCTION

Corruption can occur to every individual, both private employees, and civil servants. Corruption among civil servants in recent years has become daily news and is known to the public. The 2019 Transparency International report shows that efforts to eradicate corruption are positive, demonstrated by the Corruption Perception Index (CPI) score up 2 points. Indonesia is in position 85 out of 180 countries (kpk.go.id, 2020). According to the Indonesian Survey Institute (LSI) on public perceptions of corruption found that 39.6% of respondents considered that the level of corruption had increased, 13.8% stated that it had decreased, 31.9% said that it had not changed, and 14.8% had no opinion (CNN Indonesia, 2020). Especially in the conditions of the COVID-19 pandemic, it turns out that there is still a lot of corruption in Indonesia by government officials. It often gets negative attention from the general public because of the large amount of news related to corruption that has occurred to state officials. According to Lord Acton (in Pars Today, 2016), the cause of a large number of corruption in civil servants is because "power tends to be corrupt, absolute power is corrupt absolutely," which means that power tends to be corrupt, and with absolute power, it is certain to be corrupt. This means that the tendency of corrupt behavior can arise or occur due to abuse of power, especially if the existing power is absolute so that corruption increases. Such is the view of Klitgaard (Hafiz et al., 2018) that corruption occurs because of high monopoly and authority but minimal accountability.

Apart from that, corruption can also occur in company employees. Research from Wu and Huang (Hafiz *et al*., 2018) shows that corrupt behavior can occur in organizations whose leaders have higher motives for achievement and power than motives for affiliation. For example, Tokopedia fired employees involved in a fraud case in the transaction of 49 goods in the flash sale program during Tokopedia's 9th birthday (CNN Indonesia, 2018). The Corruption Eradication Commission (KPK) stated that many companies in Indonesia carry out improper or deceptive business practices included in criminal acts of corruption (CNN Indonesia, 2018). This phenomenon shows that a public or private employee can commit dishonest or illegal acts such as fraud carried out secretly for personal gain or using client manipulation techniques (Zińczuk, Cichorzewska & Walczewski, 2013).

Mauro (Mashal, 2011) explains that corrupt behavior is widespread in developing countries, not because their people are different from other developed countries. Still, because of the conditions that allow for it, such as (1) Motivation to get a very high income because of poverty, low wages/wages, and an increased risk of various things (disease, accidents, and unemployment, lack of insurance); (2) Opportunities to be involved in corruption are many, because more regulations lead to higher opportunities for corruption; (3) Weak legislative and judicial systems; (4) Underdeveloped laws and ethical principles; (5) The population depends on extensive natural resources; and (6) Political instability and weak political will.

According to Alatas (in Anwar, 2008), there are several characteristics of corruption: (1) there is a betrayal of the trust given. For example: a leader who misuses his / her authority for personal, group or group interests; (2) There is fraud or an attempt to gain personal gain on behalf of a particular organization, for example informing other people about the acquisition of a lottery prize from a company even though the company did not actually hold a lottery; (3) Deliberately neglecting public interests for specific interests, for example diverting financial budgets that should have been used for social activities is actually used for campaign activities of political

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parties; (4) Acts committed in secret / hidden to eliminate traces of irregularities committed involving more than one person or party where there are giver and recipient parties; (5) There are obligations and mutual benefits obtained by the giver and recipient of the bribe in the form of money or other; (6) There is an attempt to give something to the decision giver in the hope that the decision can be changed; (7) There is an attempt to cover up his actions in the form of legalization carried out by certain individuals in government agencies usually.

Based on several empirical studies, corruption is caused by several things, namely psychological or internal aspects (personality and moral), and external aspects, namely organizational culture and economic conditions. This is in accordance with Arifin's study (2000), which identifies the causes of corruption stemming from two factors, namely internal and external factors, which consist of three aspects: aspects of individual, economic, and organizational behavior. Internal factors consist of parts of behavior due to having a consumptive lifestyle and, on the other hand, moral aspects of individuals who are weak in faith, honesty, and shame. Meanwhile, external factors can be seen from the economic aspect of income that is felt to be insufficient because of the consumptive lifestyle. Other external elements are organizational aspects: lack of accountability systems, weak management systems, absence of correct corporate culture, inadequate supervision, and lack of attitude from leaders.

Dayakisni's (2015) research shows a significant relationship between personality, intention to act unethically, and attitudes towards corruption. The results showed that personality is the most potent predictor of the tendency of bribery. Individuals who have high scores on the dark side of their personality, namely Machiavellianism, narcissism, and psychopathy (Furnham *et al.,* 2013), are likely to commit crimes, cause social problems and create severe problems for organizations. This happens mostly to individuals who have positions as leaders.

The three forms of Dark Triad Personality have different characteristics. In this study, the focus is on the personality characteristics used by Jones & Paulhus (2014) to construct the Dark Triad Personality Scale. The three forms of Dark Triad Personality have four different leading indicators. Traits Machiavellianism as the first form of Dark Triad Personality has four indicators, namely: a manipulative attitude that tries to build a reputation under his wishes; being cynical towards other people and the world around them; build coalitions with others, and make careful planning strategies that benefit him in the future. Traits narcissism has four indicators, namely: wanting to be considered a leader because they want to dominate others; exhibitionism (likes to be the center of attention and likes to show off his strengths in front of others); greatness (consider yourself better than others); and want to get more rights than other people. Meanwhile, indicators of psychopathy traits, according to Jones & Paulhus (2014), are: antisocial behavior; uncertain lifestyle; have no empathy or are unfeeling for others; and enjoy doing short-term manipulations.

Pamungkas (2014) made a study on religiosity's effect in preventing the tendency of accounting fraud. Religiosity is defined not only as an appreciation of religious values but also the practice of these values. The results showed that religiosity has a positive effect on preventing the tendency to deceive. Alesina et al. (2003) found that religion influences someone to do corrupt. Likewise, research from Samanta (2011) found that Islam positively impacts reducing corruption in OPEC members.

Meanwhile, Gouda and Park's (2015) study found a negative correlation between religiosity and corruption acceptance. For individuals who have low religiosity, their behavior will

be limited by religious norms instead of corruption. These norms will reduce the tendency to accept corruption. Furthermore, Niu et al. (2020) found a relationship between religiosity and corruption in banks' loans.

Meanwhile, Heryanti and Nuryatno (2018) examined the effect of compensation on the tendency of fraudulent behavior. The results showed that employee compensation has a negative and significant relationship with the tendency to cheat. So the higher the employee compensation, the lower the tendency to commit fraud. Employees feel that they have obtained their satisfaction or desire, thus reducing their willingness to engage in corruption.

Besides being influenced by personality factors, corruption can also be affected by external factors such as organizational culture. According to George and Jones (2008), corporate culture is a strong commitment from corporate members in the form of beliefs, expectations, values , and norms used to achieve organizational goals. Research by Domoro & Agil (2012) proves that police corruption behavior negatively relates to corporate culture. This study's results have practical implications for policymakers in the Libyan National Police to increase employee loyalty to organizations proven to prevent or reduce corruption.

MATERIAL AND METHODS
Research Subjects

The research subjects in study 1 were 222 employees, male and female, who had worked for at least 1 year and had a minimum degree of education. Meanwhile, the research subjects in study 2 were 205 state civil servants who worked in the licensing agency.

Research Instruments
Study 1

The scale of corruption tendency consists of 37 items based on the corruption indicators from Alatas (Anwar, 2008), namely: corruption involves more than one person; there is a secret element; mutual benefits are not always in the form of money; trying to cover up his actions by taking cover behind the existence of legal justification; able to influence decisions; fraud committed against public bodies or the general public; betrayal of trust; violating the norms of duty and responsibility in the social order.

The Dark Triad Personality scale consists of 19 items based on indicators compiled by Jones & Paulhus (2013, 2014), namely: (a) Traits Machiavellianism: manipulative attitudes that try to build a reputation that matches their wishes be cynical about others and the world around him, build coalitions with others, and make planning strategies that are mature and benefit him in the future; (b) Traits narcissism: want to be seen as a leader because they want to dominate others, exhibitionism (like to be the center of attention and enjoy showing off their strengths in front of others), greatness (consider themselves better than others), and want to get their rights which is more than others; (c) Traits psychopathy: antisocial behavior, erratic lifestyle, lack of empathy or heartlessness for others and enjoy short-term manipulation.

The organizational culture scale consists of 22 items based on the theory compiled by Robbins (2008): Innovation and risk-taking, attention to detail, outcome orientation, a people orientation, team orientation, aggressiveness, and stability.

Study 2

The scale of corruption consists of 32 items based on aspects of Alatas (in Anwar, 2008), such as corruption involves more than one person; there is a secret element; mutual benefits are not always in the form of money; trying to cover up his actions by taking cover behind the existence of legal justification; able to influence decisions; fraud committed against public bodies or the general public; betrayal of trust; violating the norms of duty and responsibility in the social order.

The scale of religiosity consists of 51 items based on 5 dimensions from Glock and Stark (1994), which were later developed by Ancok and Suroso (2011), namely: the ideological dimension: the degree to which a person accepts dogmatic things in their religion, for example, belief to God, angels, heaven and hell; the ritualistic dimension: the extent to which a person performs ritual obligations in his religion. The elements in this dimension include worship, obedience, and things that better show one's commitment to one's religion; the experiential dimension: the feelings or experiences that have been experienced and felt. For example, feeling close to God, feeling afraid of sinning, feeling his prayer was granted, being saved by God; the intellectual dimension: how far a person knows about the teachings of his religion, especially those in any other scripture; the consequential dimension: the extent to which a person's behavior is motivated by the teachings of his belief in social life, for example, whether he visits his neighbor who is sick, helps people who are in trouble, gives his religion.

The compensation scale consists of 40 items compiled based on Simamora (2004) indicators, fair salary, appropriate incentives, and allowances according to expectations and adequate facilities. All research scales were then tested to obtain the item discrimination index and reliability.

Table 1.The Results of the Measure Scale Reliability Test

Variable	Number of Items	*Alpha Cronbach Value*
Tendency to Corruption	37	0,911
Dark Triad Personality	19	0,868
Organizational culture	22	0,883
Corruption	22	0.917
Religiosity	29	0.896
Compensation	31	0.881

The reliability test results on the research scale showed the alpha Cronbach coefficient with the value of more than 0.700, which means that this study's scale was reliable.

RESULTS
Study 1

The results of the simultaneous regression analysis are described in table 2 to table 4.

Table 2.Regression Analysis Test Results (F)

Variable	F	Sig (p)
Dark Triad Personality and Organizational Culture with a Corrupt Tendency	60.312	0.000

The regression analysis results showed that the value of F = 60,312 and p = 0.00, which means that there is a very significant correlation between dark triad personality and organizational culture with the tendency to corrupt private employees.

Table 3. Partial Correlation Test Results

Variable	t	Sig (p)
1. Dark Triad Personality with Corrupt Tendency	1.931	0.05
2. Organizational Culture with a Corrupt Tendency	-10.658	0.000

The partial correlation analysis (1) shows the value of t = 1.931, p = 0.05, which means a positive correlation between dark triad personality and the tendency of employee corruption. The higher the dark triad personality, the higher the employee's desire to commit corruption. Conversely, the lower trend for dark triad personality, the lower the employee's willingness to engage in corruption.

The partial correlation analysis (2) shows the value of t = -10,658, p = 0,000, which means a negative correlation between organizational culture and corruption tendencies in employees. It means that the more positive the perception of organizational culture, the lower the tendency for corruption among employees. Conversely, the more negative the perception of organizational culture in the company, the higher the tendency for corruption among employees.

Table 4. Table of Effective Contribution

Variable	R	R Square
Dark Triad Personality and Organizational Culture against Corruption Tendency	0,595	0,354

Table 4 shows that the dark triad of personality and organizational culture contributes to the emergence of employees' corruption tendencies by 35.4%.

Study 2

The results of the simultaneous regression analysis are described in table 5 to table 7.

Table 5.Regression Analysis Test Results (F)

Variable	F	*Sig (p)*
Religiosity, Compensation and Corruption	65.950	0.000

The regression analysis results show the value of F = 65,950 and p = 0.000, which means that there is a very significant correlation between religiosity and compensation with corruption in civil servants.

Table 6. Partial Correlation Test Results

Variable	t	*Sig (p)*
1. Religiosity with Corruption	-10.943	0.000
2. Compensation with Corruption	-1.794	0.074

The partial correlation analysis (1) shows the value of t = -10,943, p = 0.000, which means a significant negative correlation between religiosity and corruption in civil servants. The higher the religiosity, the higher the individual's desire to commit corruption to civil servants. On the other hand, the lower the level of religiosity, the lower the individual's desire to commit corruption to the civil servant.

The partial correlation analysis (2) shows that the value of t = - 1.794 p = 0.074 means that there is a negative correlation that is not significant between compensation and corruption in the civil servant.

Table 7. Table of Effective Contribution

Variable	R	*R Square*
Religiosity and Compensation with Corruption	0,629	0,395

Table 7 shows that religiosity and compensation contributed to the emergence of a tendency to corrupt the civil servant by 39.5%.

DISCUSSION
Study 1

The results of study 1 indicate a correlation between dark triad personality and organizational culture with the tendency to corrupt employees. Regarding the positive correlation between dark triad personality and corruption tendencies, there are several supporting research results. Zhao et al. (2016) found that someone who scores high on dark triad personality has a positive relationship with high intentions to commit corruption, especially individuals who believe in high luck for personal benefits. The results of the study by O'Boyle et al. (2012) found that a Machiavellianist would be willing to do anything and would not hesitate to break the rules. The results of research by Kish-Gephart, Harrison, & Trevino (in Spain et al., 2013) found a strong correlation between Machiavellianism and unethical decision making in organizations. The research results by Bruk-Lee, Khoury, Nixon, Gh & Spector (in Spain et al., 2013) prove that Machiavellianism is negatively correlated with job satisfaction. People who have a Machiavellianism personality type tend to have low levels of intelligence, so they cannot match social situations with deceptive tendencies and are hindered by the inability to read and manipulate others' emotions. Hajhosseini et al. (2019) found that individuals with dark triad personalities, especially high scores on narcissism and Machiavellianism, and low psychopathy correlate indirectly with corruption intentions.

In this study, among the existing dark triad personalities, narcissism and psychopathic personalities are personality types that still rely on the luck factor to avoid being punished when they commit acts of corruption. Only the Machiavellian personality does not rely on the luck factor when corrupting because individuals prefer to manipulate others to participate in corruption. This study found 72% of respondents had dark triad personality scores in the average/medium category, and the rest were in the low and high categories (14% respectively).

According to George and Jones (2008), organizational culture is a strong commitment from organizational members to the beliefs, expectations, values , and norms used to achieve organizational goals. The stronger the organizational culture is, the stronger the commitment of the organization members to attain organizational goals. Conversely, organizational members who do not have a strong commitment show a weak organizational culture. Urumsah et al. (2018) and Wicaksono & Urumsyah (2016) found a correlation between organizational culture and fraudulent behavior. Another study from Mayer, Kuenzi, & Greenbaum (2010) found that leadership that emphasizes ethics will lead to fewer employees' mistakes. This study's results are consistent with Sulistiyowati (2007), who found that organizational culture affects the perceptions of government officials about corruption. The results show that an excellent organizational culture will not open the slightest opportunity for individuals to commit corruption because an excellent organizational culture will form members of the organization to have a sense of belonging and a sense of identity (pride as part of an organization). Likewise, Wahyuni et al. (2015) study a correlation between organizational climate and anti-corruption intentions in Indonesia.

Robbins & Coulter (2012) states that a positive organizational culture is characterized by company management who always tries to support employees to create new, creative ideas and take responsibility for job risks. Besides, company management also expects employees to carry out a detailed analysis of all problems in the work environment. In the end, if there is even the slightest mistake and damage that can harm the company, it can be found out early so that it does

not cause greater losses for the company. Another visible feature of a positive organizational culture is that management always prioritizes results as the main thing to be achieved, rather than the technical matters and processes used to achieve organizational goals. The company also provides clear standards and procedures to be obeyed at work, but this does not hinder more optimal results in work. The existence of clear standards and procedures at work will facilitate organizational members' work to achieve company goals. So when there is a mismatch in its implementation, it can be immediately identified and prevented to avoid greater company losses. The study results also support it by Putri and Nihayah (2017), which found that organizational culture that includes highly involvement will encourage employee involvement and create a sense of belonging and responsibility in the organization, reducing the urge for corruption. The research also found that the mission aspect, namely clear organizational directions and goals regarding corruption's values and behavior, will lead to a lower corruption intention.

Furthermore, a positive organizational culture makes company management emphasize the importance of teamwork at work, not on each individual's performance. The existence of good teamwork, work that one person feels difficult to handle when done together will feel more manageable. Also, a continuous workflow between departments within the company will make it easier for company management to exercise control when there is fraud in one section. Each division is expected to have a sense of responsibility to carry out each employee's job description and when there is a discrepancy, immediately inform superiors and related departments for immediate follow-up before greater losses occur to the company. The company management also always provides the opportunity to compete competitively to carry out the best organizational culture and not to be relaxed at work. The company more appreciates its employees who can provide the company's best results, not just being present at the office to fill attendance at the office.

Study 2

The results of study 2 prove a relationship between religiosity, the suitability of compensation, and the tendency of corrupt behavior. The results shows that in terms of internal and external factors in the form of religiosity and appropriateness of compensation, it has a significant relationship with the tendency to corrupt of civil servant behaviors.

This study's results can also be evidence that supports the view that religiosity can prevent acts of fraud or violate norms in acts of corruption. As research from Pamungkas (2014) states, religiosity has a negative influence on the tendency of accounting fraud. The higher the level of religiosity in individuals, the lower the level of accounting fraud. In addition, religiosity also has a negative effect on rationalization, so that the higher the level of religiosity in individuals, the lower the level of rationalization. It happens because individuals are accustomed to understanding and appreciating religious teachings in everyday life. Study results from Wahyuni et al. (2015) show a correlation between religious orientation and anti-corruption intentions in the state civil servants at the Ministry of Religion of the Republic of Indonesia. If someone, who has high religiosity, certainly believes in positive values in life, namely honesty, must not take other people's rights, must not sin, believe in reprisals in the last day, and believe that God will watch over what humans do. This strong religious belief will undoubtedly reduce the individual's desire for corruption. The results of this study also support other studies from Alesina et al. (2003),

Samanta (2011), Gouda and Park (2015), Urumsah et al. (2018), Kaumbur et al. (2018), and Niu et al. (2020).

The research results also prove that simultaneously religiosity and compensation affect corrupt behavior. However, the partial analysis results show that state civil servants' compensation does not influence corrupt behavior. It is consistent with a study by Sulistiyowati (2007), which found that satisfaction with salaries does not significantly correlate with perceptions of corruption in the local government civil apparatus. The tendency of corrupt behavior can be more due to self-interest, not only by seeing the amount or the minimum amount of compensation received. This means that corruption is not related to the size of the compensation given to them. An increase or decrease in compensation or income does not affect whether or not to commit corruption. The desire for corruption and satisfaction will not stop at a certain point, but there will be an increase in the desire to achieve even higher after something desired is obtained. A person will feel satisfied or dissatisfied depending on whether he feels there is justice or not for a situation. A person feels equity or inequity for a condition by comparing himself to others at the same level or having the same position. Besides, the reality shows that corruption is carried out by government officials who have low salaries but are mostly carried out by high-ranking government officials, such as Head of Service or regional secretaries who have the highest positions in the Regent bureaucracy/ Mayor/Governor.

CONCLUSIONS

Study 1 shows that the tendency to corrupt private employees is related to the dark triad of personality and organizational culture. Meanwhile, study 2 shows that corrupt behavior in the civil servant is related to religiosity and compensation. The impact of officials and many corrupt state civil servants have reduced the public's civil servants' assessment and creates a stigma that every state civil servant is corrupt. It will make a wrong impression on the civil servant who works honestly and professionally. At this time, civil servants are required to work professionally and be responsible for serving society optimally. The current demands from superiors or the community make the civil servant also have to work extra hard to increase the community satisfaction index. People's trust in civil servants returns, and the stigma in society that every civil servant is corrupting will slowly decrease.

Based on the research results, some practical suggestions can be given by researchers as follows: a) company leaders are always expected to strive to create a positive culture that can increase employee loyalty to the company, thereby preventing employee corruption. The positive organizational culture in question is: always trying to carry out continuous control and evaluation of existing systems and procedures in the company, strict sanctions against employees who are proven to have committed acts that are detrimental to the company or institution (e.g., theft, embezzlement, bribery); clear company rules regarding how to convey opinions to superiors in the event of disagreements or acts of fraud; a clear reward and punishment system about employee performance so that they feel appreciated and are not easily influenced by poor employee performance or harm the company; b) Human Resource Development Managers must select the personality of their prospective employees before being accepted as company employees. One way to measure personality aspects is to use the dark triad personality scale. The existence of a strict selection of prospective employees personality is expected to prevent or reduce corruption that

occurs in the company; and c) the leaders of government institutions are always required to increase their strong religious beliefs through various religious activities, such as regular religious lectures on the values of honesty and positive attitudes as state servants, providing opportunities to carry out worship in the form of special buildings for places of worship and time, specifically for worship, as well as examples of positive behavior from leaders.

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